

/Capt Champagne/11Jan73
/Admiral DePoix/11/Jan73
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18 JAN 1973

MEMORANDUM FOR THE SECRETARY OF DEFENSE

SUBJECT: Defense Attache System

1. The President's interest in the quality of attaches was expressed in a 26 May 1970 memorandum from Dr. Henry A. Kissinger stating:

"...The President...requested, however, that every possible effort be made to upgrade the quality of attaches, to insure that the best officers are assigned to attache positions and that career advancement is enhanced by such assignments..."

2. Three personnel-related factors act to the detriment of total effectiveness in the attache program.

a. We have requested that the Services nominate only their highest quality officers to serve as Armed Forces Attaches and they have selected officers they claim meet this requirement, yet the anomaly exists that promotion rates for attaches do not compare favorably with those of their contemporaries in high level staff or command assignments. The selection rate for Army attaches is closest to a Service average; the rate for Navy and Air Force officers in the Defense Attache System has, with few exceptions, been below the Service average. Attaches should attain promotion selection rates which vastly exceed the Service averages; no attache outstanding enough to be nominated initially should fail to be selected for promotion through the grade of O-6 when considered in the primary zone.

b. Service failure to provide personnel nominations in a timely manner requires one of four possible determinations: the position will be left vacant; the current incumbent's tour will be involuntarily extended; training for the replacement officer will be curtailed; or, a nominee of lesser quality will be accepted in order to man the position. Each of these alternatives acts to the detriment of DAS effectiveness.

c. Service failure to nominate qualified personnel results in delaying assignments to identify better qualified officers or accepting nominees who do not meet our total requirement. The latter alternative often leads to poor performance on station. Of 143 officers nominated by the Services during 1972, 22 nominations, or 15 percent of those

On file OSD release instructions apply.

DIA review(s) completed.

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submitted, were rejected for failure to meet established criteria. Of the 121 nominations approved during 1972, 83 or 68.6 percent required waiver from one or more of our requirements. Since 1 September 1967, 5.1 percent of assigned attaches have been relieved from their positions for cause.

3. The Services need to be reminded by you of the importance of the Defense Attache System, of the requirement to assign the highest quality officers, and of the need for promotion boards to favorably consider attaché service as a qualification for advancement. Your signature on the enclosed memoranda to the Secretaries of the Military Departments will greatly assist us.

V. P. de POIX
Vice Admiral, U. S. Navy

3 Enclosures
Memo to Secretaries
of the Army, Navy and
Air Force

V. P. de POIX
Vice Admiral, USN
Director

JAN 20 1973

MEMORANDUM FOR THE SECRETARY OF THE ARMY

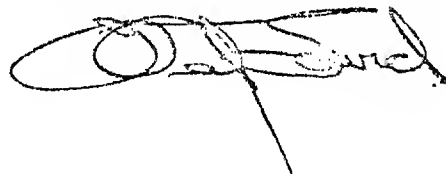
SUBJECT: Defense Attache System

The Defense Attache System has been of special concern to me over the past four years. I have seen the Armed Forces Attache play an increasingly large and complex role which requires specialized qualifications for satisfying diplomatic, political, intelligence and representational requirements. Attache responsibilities parallel those of commanders, Joint Staff officers, and top Service staff officers. Experience gained during attache tours includes an unsurpassed education in the political and economic aspects of foreign affairs, a broadening of military expertise, and an intimate insight into the world of diplomacy; in short, a solid basis for military advancement.

A review of Defense Attache System management reveals deficiencies in the support given this program by the Military Services, specifically in quality of personnel assigned and timeliness of personnel nominations. We have asked for selection of only outstanding officers to serve as Armed Forces Attaches; yet Army Attaches are promoted to O-6 and O-5 at a rate only slightly higher than the over-all Army selection rates, and only two have been promoted to O-7 within the past ten years or more. Although this is better than the selection rates for Navy and Air Attaches, I am concerned with the quality of nominees for attache duty and with the number of Army Attaches relieved from duty for cause.

The Defense Attache System is increasing in importance within the Department of Defense as we decrease our representation in other overseas activities and as today's international environment increases the responsibility of an attache in military-political relationships with the host country. Success in meeting our responsibilities is critically dependent upon your recognition of and attention to the attache program. Attaches must be top quality officers, and promotion boards should recognize the importance of attache service as a step toward advancement.

I would like you to look at this situation within the Army, to take early action to improve the quality of attaches, and would like to suggest that, in your guidance to selection boards, you stress the importance of attache service as it relates to an officer's potential to serve in a higher grade.



JAN 20 1973

MEMORANDUM FOR THE SECRETARY OF THE NAVY
THE SECRETARY OF THE AIR FORCE

SUBJECT: Defense Attache System

The Defense Attache System has been of special concern to me over the past four years. I have seen the Armed Forces Attache play an increasingly large and complex role which requires specialized qualifications for satisfying diplomatic, political, intelligence and representational requirements. Attache responsibilities parallel those of commanders, Joint Staff officers, and top Service staff officers. Experience gained during attache tours includes an unsurpassed education in the political and economic aspects of foreign affairs, a broadening of military expertise, and an extensive insight into the world of diplomacy; in short, a solid basis for military advancement.

A review of Defense Attache System management reveals deficiencies in the support given this program by the Military Services, specifically in quality of personnel assigned and timeliness of personnel nominations. We have asked for selection of only outstanding officers to serve as Armed Forces Attaches; yet the anomaly exists that promotion rates for Naval and Air Force Attaches compare most unfavorably with those of their contemporaries in the Navy and Air Force. If personnel selected for this duty were, in fact, of appropriate quality, attaches would show promotion records exceeding average Navy and Air Force selection rates.

The Defense Attache System is increasing in importance within the Department of Defense as we decrease our representation in other overseas activities and as today's international environment increases the responsibility of an attache in military-political relationships with the host country. Success in meeting our responsibilities is critically dependent upon your recognition of and attention to the attache program. Attaches must be top quality officers, and promotion boards should recognize the importance of attache service as a step toward advancement.

I would like each of you to look at this situation within your Service, to take early action to reverse this trend, and would like to suggest that, in your guidance to selection boards, you stress the significance of attache service as it relates to an officer's potential to serve in a higher grade.

